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ABSTRACT

This paper describes the organizational structure, managerial responsibilities, and working policy of the 26-year old Andrews University Honors Program, an undergraduate program that was designed to attract talented and motivated students to the school, and operate effectively even during times of declining college enrollment. First, the paper presents the program's purpose and outlines its organizational structure, including the administrative officer's responsibilities. Next, the membership, responsibilities, and faculty load credit of the Honors Faculty are presented, as are those of the Honors Council. Also included is an outline of the Honors Executive Council and its subcommittees whose responsibilities involve formulating, approving, and making referrals to other groups on policy matters concerning the Honors Program. A brief description is provided of The Society of Andrews Scholars, whose purpose is to work with the Director of the Honors Program in producing spiritual and social gatherings of honors students and faculty, to administer student activities budgets, and to promote the general well-being of their distinctive student body. Finally, budget information for areas such as equipment, office, and project funds is presented. (GLR)

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Coral A. Brenneise,
editor

Andrews University
Berrien Springs, Michigan
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Organization and Working Policy for the Andrews University Undergraduate Honors Program

Coral A. Brenneise, editor

Abstract

The Andrews University honors faculty and university administration understood a need to capitalize on the honors program for talented and motivated students in a time of declining college enrollments. This precipitated questions by both faculty and students about how the 25 year old honors program actually was run. A statement of the organization and working policy of the honors program was written. It includes the purpose for such a program, it's structure and lines of communication, and clear statements of the several responsibilities of the honors program with respect to administration of the program, policy generation and enforcement on the Andrews University campus.

Introduction

Andrews University, like many other colleges in the mid 1960's, became interested in an enriched educational program for talented and motivated students. By the fall of 1967 an infant program had been approved by the president, "...in which academic excellence can be fostered.... (which should) be limited and flexible.... (and) be conservative of staff time and university money."

The Andrews University undergraduate Honors Program has developed from those small beginnings 26 years ago into what it is today, a program with approximately 400 students, 30-40 classes offered each year, and up to 60 teachers participating as members of the Honors Council or teaching honors classes and mentoring student independent study. There are now funded positions for a director and associate director, and a parallel student organization, the Society of Andrews Scholars, with officers who plan Society activities. The honors program has a suite of offices and is renovating a six-apartment building built in the 1940's to become the Forsyth Honors House, which will include office space for Society of Andrews Scholars officers, study spaces, a committee room, an entertainment suite, and a large meeting room.

As the honors program has grown over the years, most steps were taken at very modest rates. The president, after all, did not want to approve large outlays for honors students. Changes in structure were almost always taken with the premise that people involved would support it as a labor of love, with no compensation for the extra outlay of time and energy.

The first major attitude shift occurred in the late 1980's when administrators recognized that honors students were important to the university, not just the other way around. Honors students raise the level of achievement and interest in classes and encourage professors to teach better. The presence of outstanding students stimulates an increase in more good students at the university. These students encourage professional research among the faculty by their interest in the world of research and their willingness to help with faculty research projects. Honors students bring acclaim to the institution through presentations and publication of their own research and through their accomplishments in graduate schools and in careers and service to their communities. Good students tend to be graduates of the institution, not drop-outs. These students tend to go into better-paying professions and therefore represent an investment in the future: alumni association involvement and dollars

for endowment funds. None of this can be disregarded in a day of seriously declining college enrollments.

As university administrators began to understand the value to the institution of supporting honors students, the honors directorship was encouraged to market the honors program more strongly to both students and the administration. This administrative recognition also brought scholarship dollars, travel funding, and on the flip side there were questions about how the program really functioned. The minutes of previous Honors Committee meetings and a number of unrecorded discussions and agreements with various departments of the university appeared to govern the program. Those involved realized that an approved working policy for the program would be useful in stating goals, outlining structure, and consolidating gains with the administration. Accordingly, this policy was drawn up. It serves to clearly state the goals of the organization for the future, to outline how things actually work, and to envision improvement in structure.

It will come as no surprise to many who are used to the pace of most academic administrative structures that it took almost two years for this "*Organization and Working Policy for the Andrews University Undergraduate Honors Program*" to emerge in its final form, approved by all individuals and groups in the Andrews University superstructure. But the most interesting part of the process was how it unified and inspired the faculty and students who deliberated over the policy, phrase by phrase, to get it just right. Honors faculty members had known they were personally involved with the honors program because they enjoyed working with good students and student research, but they never before had felt truly recognized within the larger university community for this service.

Coral A. Brenneise
January 22, 1992

ORGANIZATION AND WORKING POLICY FOR THE ANDREWS UNIVERSITY UNDERGRADUATE HONORS PROGRAM

I. PURPOSE

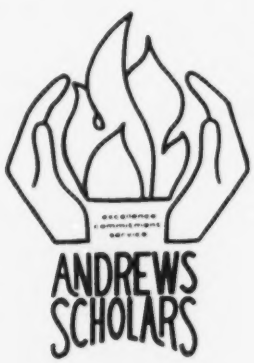
The Andrews University undergraduate Honors Program, hereafter referred to as the Honors Program, provides enrichment, challenge and research opportunities for excellent students in the undergraduate schools of the University. Besides curriculum and advising elements additional to the usual degree program requirements, the undergraduate Honors Program involves specifically selected faculty and students.

The Honors Program seeks to provide an atmosphere in which outstanding students may find peers and professors who stimulate them to develop their God-given talents and provide a nurturing social and advising environment. The purpose of the Honors Program is to provide a framework for quality and enriched education within the university structure. It promotes the Andrews University ideals of spiritus, mens, corpus.

II. NAME and IDENTITY

The name of this organization shall be the Andrews University Honors Program. The student members belong to the Society of Andrews Scholars and are called "Andrews Scholars."

The Society of Andrews Scholars is also identified by the Greek letters, ΣΑΣ, which are also the acronym for the Greek words, Σοφία Αδελφότης Σωτηρία, meaning Wisdom, Community, and Salvation.



The Society of Andrews Scholars logo shown here includes the flame of truth enclosed by hands which shelter and encourage the search for truth by students and faculty together. "Excellence, Commitment, and Service" appear as a statement of the motto.

III. ORGANIZATION

In order to carry out its purpose, the Honors Program consists of the following organizational components: administrative officers, Honors Faculty, Honors Council, Honors Executive Council, and honors students comprising the Society of Andrews Scholars. These organizational components are described below.

A. Administrative Officers

The administrative officers of the Honors Program consist of a director and an associate director of the Society of Andrews Scholars.

1. **The Director of the Honors Program**

   Section 1: The Director of the Honors Program is appointed by the Andrews University Board of Trustees on the recommendation of the President who is advised by the Vice President for Academic Administration and the deans of the constituent schools of the University.

   Section 2: The Director of the Honors Program, who should normally hold an earned doctorate, is chosen from among faculty holding regular academic rank and who have shown commitment to the Honors Program.

   Section 3: The term of service for the Director of the Honors Program is five years, with an evaluation for reappointment every five years in the year following the General Conference session, the same as for department chairs.

   Section 4: The Director of the Honors Program reports directly to the Vice President for Academic Administration, is a member of each of the undergraduate school faculties, and works with the deans of the undergraduate schools to promote honors education within their jurisdiction.

   Section 5: The duties of the Director are equivalent to a half time faculty load.

   Section 6: The Director of the Honors Program carries overall responsibilities for the program in:

   a. The development and administration of the budget.

   b. The management of fund-raising efforts for equipment and scholarships.

   c. Course schedule planning with department chairs and deans and in the submission of the schedule to the Vice President for Academic Administration for inclusion in the annual academic schedule.

d. Maintaining and updating the Honors section of the Undergraduate Bulletin copy in harmony with the actions taken by the Honors Executive Council and Honors Council.

e. Providing the Vice President for Academic Administration a list of nominations of individuals for the following honors responsibilities:

   i. the associate director.

   ii. the members of the Honors Executive Council.

   iii. the members of the Honors Council.

f. Directing new honors student recruitment by means of office advising, academy visitation, and production and use of marketing materials.

g. Presenting Honors Program information to the deans and faculties of the undergraduate schools regarding purpose, goals, advising, and proposed involvement for faculty members.

h. Coordinating information about departmental and interdisciplinary national honor societies on campus and encouraging and facilitating their development when possible.

i. Coordinating conference attendance at both regional and national honors society meetings by honors administrators, faculty, and students.

j. Communicating with and coordinating service to regional honors societies by honors faculty and students.

k. Organizing on-campus symposia and discussions.

l. Acting as chair of Honors Executive Council, Honors Council, and Honors Faculty meetings.

m. Serving as, or appointing the teacher of record for HONS498 Honors Interdisciplinary Seminar, including lectures, evaluation collection, student consultations, and responsibility for the final grade sheet.

n. Aiding the development of Andrews honors alumni as a viable source of valuative information, future direction, and financial support for the Honors Program.

o. Developing and promoting quality educational standards and recognizing good students and programs at Andrews University through the following methods:

i. Awarding presidential, ACT/SAT, and Honors scholarships on the Andrews University campus.

ii. Coordinating the work-research responsibilities of National Merit Finalists.

iii. Nominating students for national awards and scholarships.

iv. Nominating students to the *National Deans List*.

p. Coordinating the procedures for periodic reevaluations of the Honors Program and reviews of its officers.

q. Planning the Summer Scholars Program, including public relations, scholarship funding, recruiting, budget control, scheduling, and organizing.

r. Advising honors students.

s. Approving petition requests related to general education for honors students.

t. Organizing the student members of The Society of Andrews Scholars.

u. Planning and supervising the spiritual and social functions for the year in cooperation with the student officers including honors vespers, the honors retreat and the honors banquet, etc.

v. Attending student officer meetings in an advisory capacity.

2. **The Associate Director of the Honors Program**

Section 1: The Associate Director of the Honors Program is appointed annually by the Vice President for Academic Administration after consultation with the Director of the Honors Program.

Section 2: The term of service of the Associate Director is one year with annual review. Consecutive terms of service are recommended.

Section 3: A regular academic rank is assigned to the Associate Director of the Honors Program.

Section 4: The duties of the Associate Director are equivalent to a three quarter faculty load.

Section 5: The Associate Director is a member of all the undergraduate faculties and works with the deans of those schools to promote the interests of the Honors Program in all areas.

Section 6: The Associate Director may have the following responsibilities as agreed upon in consultation with the Director:

a. Acting as honors advisor for:

   i. Incoming freshmen during their first year.

   ii. Transfer and continuing Andrews University students who elect to join the Honors Program after demonstrating their abilities.

   iii. Those students who will be graduating with honors, beginning as early as the end of their sophomore year and continuing until they graduate with honors.

b. Maintaining:

   i. Records of honors students.

   ii. Minutes for meetings of the entities of the Honors Program (Executive Honors Council, Honors Council, and the Society of Andrews Scholars officers and student body).

c. Being secretary for Honors Executive Council, Honors Council, and Honors Faculty meetings, but not for student organizations.

d. Caring for mailings for informative purposes and for purposes of record maintenance, alumni development, and fund raising.

e. Scheduling proposals and presentations for Interdisciplinary Honors Seminar and Honors Council meetings.

f. Supervising student workers in the Honors Program offices.

g. Coordinating Honors Suite and the Honors House use.

h. Cooperating with the Director in the publication of the Honors Newsletter.

i. Collecting syllabi from faculty who teach honors courses.

j. Producing honors course-description booklets and annual course schedules for honors students.

k. Collecting information and preparing the honors pages of the Commencement Bulletin.

l. Selling graduation cords to eligible students.

m. Producing and maintaining all Honors Program forms and brochures.

n. Maintaining Phi Kappa Phi records and materials and executing necessary mailings.

o. Managing the Summer Scholars Program.

p. Assisting with fund-raising programs.

q. Organizing public relations efforts for honors events with the public relations officers of the Society of Andrews Scholars.

B. The Honors Faculty

1. **Membership**

Membership in the Honors Faculty is automatic when the individual serves as an administrator of the Honors Program, as a member of the Honors Executive Council or Honors Council, as a teacher of an honors class, or as a faculty member working with an honors student on independent coursework.

2. **Responsibilities**

Honors Faculty have general responsibilities to promote quality education in all aspects of the Honors Program, both in the specific field in which their membership is based and generally, and are invited to participate in the Honors Program activities.

3. **Faculty Load Credit**

Teachers of honors courses earn regular work load credit for the honors courses they teach and independent work they mentor.

C. The Honors Council

1. **Membership**

Section 1: Membership of the Honors Council consists of 20 faculty and 5 students categorized as follows:

a. Ex-officio members -- Faculty (2):
   i. Director of the Honors Program
   ii. Associate Director of the Honors Program

b. Ex-officio members -- Students (1):
Vice president of the Society of Andrews Scholars who is involved with academics within the program

c. Constituent School Representation -- Faculty (5):
   i. College of Arts and Sciences (2)
   Representation shared by two unrelated disciplines
   ii. College of Technology (1)
   iii. School of Business (1)
   iv. School of Education (1)

d. Constituent School Representation -- Students (4):

   i. College of Arts and Sciences (1)
   ii. College of Technology (1)
   ii. School of Business (1)
   iv. School of Education (1)

   Membership which has been reserved for a student in a specific college or school may be filled by a student from a different college or school when the initial appointment cannot be made.

e. Departmental Representation -- Faculty (13)

   Faculty are selected to represent disciplines in which Andrews Scholars are actively working toward graduation with honors or where expertise is needed in the evaluation of proposals and presentations.

Section 2: Members are annually recommended to the President via the office of the Vice President for Academic Administration after consultation with the Director of the Honors Program and approval by the Honors Executive Council.

Section 3: The term of service for an Honors Council member is not prescribed. For faculty members it may be continuous, although yearly reviews of participation are to be carried out by the Honors Executive Council. Experience and collective memory in this group are valued.

Section 4: The Officers of the Honors Council are as follows:

a. Chair: Director of the Honors Program

b. Vice-Chair: Elected yearly at the first meeting

c. Secretary: Associate Director of the Honors Program

2. **Responsibilities**

Section 1: Members of the Honors Council supervise honors research in the following ways:

a. By approving student proposals for senior honors research.

b. By evaluating senior honors presentations of research projects in the Interdisciplinary Honors Seminar.

c. By approving honors students for graduation with honors.

d. By recommending policies related to senior honors research projects.

Section 2: The Honors Council approves and recommends to the Undergraduate Council or other appropriate bodies such policy matters recommended by the Honors Executive Council as:

a. Those which affect Andrews University students outside the Honors Program.

b. Those which may impact overall graduation requirements of honors students.

c. Those which may impact the finances of the Program other than normal fundraising and budgeting.

Section 3: Members of the Honors Council give final approval to those matters relating only to the Honors Program which are referred to it by the Honors Executive Council which may include:

a. Approval of requirements for membership in the Honors Program.

b. Approval of those requirements for graduation with honors above and beyond the requirements for a specific degree.

c. Approval of admissions or maintenance requirements.

d. Approval of changes in the program which are beyond the normal domain of the Honors Executive Council but which do not affect students outside of the Honors Program and should not normally go to a Council or Committee outside of Honors.

Section 4: The Honors Council nominates and recommends to the University President via the office of the Vice President for Academic Administration the five constituent school representatives on the Honors Executive Council on a rotating basis. (See description under Honors Executive Council, Membership, Section 3a.)

3. **Meetings**

Section 1: The Honors Council is scheduled to meet regularly during fall, winter, and spring quarters. Members should not have class conflicts with these appointments. If a department chair finds it impossible to free a teacher during the designated time slot throughout the year, either a suitable replacement must be recommended, or the department must forgo its representation. The Honors Executive Council may then recommend a representative from another discipline to maintain an active Honors Council membership.

Section 2: Members are required to attend 75% of all scheduled sessions.

Section 3: A quorum of thirteen (13) members are necessary to vote on honors policy matters or approval for graduation with honors.

Section 4: Duties of the officers of the Honors Council are as follows:

a. Chair:
   i. Sets the agenda for meetings of the Honors Council in consultation with the other officers.

   ii. Calls for and presides at meetings.

   iii. Conducts meetings according to Roberts Rules of Order.

b. Vice-Chair: Fulfills the duties of the chair in his/her absence.

c. Secretary:
   i. Takes and keeps minutes of meetings of the Honors Council.

   ii. Circulates minutes of meetings of the Honors Council to its members and the Records Office.

   iii. Conducts correspondence for the Honors Council.

4. **Faculty Load Credit**

Faculty Load credit of 1.5 course load hours per year is earned by a faculty member serving on the Honors Council who is meeting obligations of the group.

D. The Honors Executive Council

1. **Purpose**

The Honors Executive Council and its sub-committees are to formulate, approve, and in some cases refer to other groups, policy for the Honors Program on behalf of the Honors Faculty and the Society of Andrews Scholars.

2. **Membership**

Section 1: Membership of the Honors Executive Council consists of seven (7) faculty and three (3) students:

a. Ex-officio members -- Faculty (2):
   i. Director of the Honors Program--with casting vote only.

   ii. Associate Director of the Honors Program--with only a casting vote when serving as chair.

b. Ex-officio members -- Student (1):
   President of the Society of Andrews Scholars

c. Constituent School Representation -- Faculty (5) are nominated by the Honors Council in regular session. They are normally chosen from the Honors Council.

   i. College of Arts and Sciences (2)
   ii. College of Technology (1)
   iii. School of Business (1)
   iv. School of Education (1)

d. Student Representation -- Students (2) are appointed in the spring by the new Society of Andrews Scholars student officers for the coming school year. If the appointed students prove to have conflicts during their active quarters which render them unable to participate in the responsibilities of the Honors Executive Council, new student members are to be appointed by the then serving student officers.

Section 2: Officers of the Honors Executive Council are the following:

a. Chair: Director of the Honors Program

b. Vice-Chair: Elected annually by the Honors Executive Council at the first meeting.

c. Secretary: Associate Director of the Honors Program

Section 3: The term of service is established so that:

a. Each of the five elected faculty members of the Honors Executive Council is elected for three (3) years. These terms are staggered so one or two members may be replaced each year. Members are allowed to serve consecutive terms if they are willing and reelected.

b. Appointed student members serve one-year terms but may serve consecutive terms if they are willing and reappointed.

Section 4: Members are appointed by the University President after nomination and recommendation by the Honors Council.

3. **Responsibilities**

The responsibilities of the Honors Executive Council are to formulate policy in the following ways:

Section 1: Appointing the following sub-committees with membership from among the Honors Faculty, Honors Council or the Honors Executive Council:

a. Courses and Curricula--to review the course list, new course syllabi, and new teachers for the following year.

b. Admissions and Academic Standards--to review applications from borderline students and review other matters pertaining to admissions and membership maintenance of students.

c. Student Activities--to work together to support and supervise activities of the student members of the Society of Andrews Scholars.

d. Other sub-committees as necessary.

Section 2: Approving the course list, new course syllabi, and teachers for Honors Program coursework for the following year.

Section 3: Approving Honors Program requirements for students in professional programs with specialized needs.

Section 4: Monitoring honors course quality through student evaluations and teacher self-evaluations, and the setting up of guidelines by which honors courses are to be organized and taught.

Section 5: Approving departmental requests for an honors section "50" designation for a course. Honors Executive Council approval constitutes full authorization for the Andrews University Records Office to enter the section number for that course into the

computer without further approval by the relevant undergraduate school's Courses and Curricula committee. Section "50" approval is only available for courses that have already been approved for those specific schools in the first place.

Section 6: Suggesting and developing major curricular changes to be referred to the Honors Council and, then, to the appropriate University council or committee for final approval.

Section 7: Formulating curricular changes in the requirements for honors membership or for graduation with honors with referral to the Honors Council for final approval.

Section 8: Formulating changes within the recruitment, admission, and maintenance requirements of the Honors Program with referral to the Honors Council for final approval.

Section 9: Developing and recommending changes in structure, finance, or other major policies with referral to the Honors Council for approval, and if appropriate, to a further committee or council of the University.

Section 10: Reviewing and approving Honors Council membership.

Section 11: Recommending to the University President a list of names of the faculty members to be appointed to the Undergraduate Council and the General Education Committee as representatives of the Honors Faculty.

4. **Meetings**

Section 1: Scheduled meetings are held at least once per quarter.

Section 2: A quorum of five (5) members is necessary to transact business.

Section 3: The duties of the officers at meetings are the following:

a. Chair:
   i. Sets the agenda in consultation with the other officers.

   ii. Calls for and presides at meetings.

   iii. Conducts meetings according to Roberts Rules of Order.

b. Vice-Chair: Fulfills the above duties in the absence of the chair.

c. Secretary:
   i. Takes and keeps minutes of meetings of the Honors Executive Council.

ii. Circulates minutes of meetings of the Honors Executive Council to the members, the Honors Council, and the Records Office.

5. **Faculty Load Credit**

No faculty load credit is earned by a faculty member who serves as a member of the Honors Executive Council or its sub-committees.

E. The Society of Andrews Scholars

The Society of Andrews Scholars is the name for the student membership of the Honors Program. Andrews Scholars members maintain their own constitution and bylaws which describe the duties of their officers and the functions of their organization which works within the philosophical framework of the Honors Program.

The officers and members of the Society committees work with the Director of the Honors Program or an appropriately designated person to produce spiritual and social gatherings of honors student members and honors faculty, to represent themselves on administrative groups, to administer their student activities budget, and to promote the well-being of their distinctive student body.

IV. FINANCIAL

A. Cost Center

A cost center for the Honors Program is established under the Vice President for Academic Administration and functions as the Honors Program budget.

B. Office Budget

A budget is assigned annually to the Honors Program after consultation between the Vice President for Academic Administration and the Director of the Honors Program.

1. Budget supervision and control are the responsibility of the Director of the Honors Program.

2. Tuition income and expense for courses taught under the honors section (section 50) of a regular departmental course go to the department which controls the course and acronym (i.e. ENGL112-50). It is expected that the department will supply the teacher and should therefore receive the income.

3. Tuition income and expense of honors courses with an HONS acronym are assigned to the department and school supplying the teacher or contract teacher of the course.

C. Equipment Budget

A separate equipment budget for the Honors Program is allocated to the Honors Program through the Vice President for Academic Administration.

D. Project Funds

A separate Honors Program restricted account exists for the purpose of maintaining funds from honors fund-raising projects which are to be used for the Honors House, the honors office, and for Honors Named Scholarships which are awarded each year.

The Director of the Honors Program is responsible for allocating funds from this account as scholarships and through disbursements for furnishings or household equipment or housecleaning at the Honors House.

As Approved by Undergraduate Council April 10, 1991